



King County Animal Care and Control

2008 Operational Plan

(Responsive to: Motion 12521 & Elements of Motion 12600)

November 2, 2007

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Executive Summary

King County government has a vision of creating a model animal services program that is reflective of the prosperous, compassionate and generous community we serve.

King County must provide leadership for this vision by developing a model municipal animal care and control program that will protect animal and human health and safety, and provide an open admission shelter environment where animals are protected from injury or disease, are well cared for, and are given the best chance to be reunited with their families or placed into loving homes.

This Operational Plan is a roadmap for King County Animal Care and Control (KCACC) to provide that leadership by developing a model program that emphasizes low euthanasia rates, high levels of animal care, and the protection of people and pets.

King County government cannot take on this task alone. The plan contemplates that animal shelters, pet owners and the community share our vision and are willing to partner with us to find loving homes for pets, provide proper health care at our shelters, and promote responsible pet ownership in the community. As such, the plan relies heavily on collaborative and supportive partnerships with pet owners, animal shelters, and the community at large to achieve the objectives of the operational plan as well as support the overarching vision for a model animal services program for the community.

The humane treatment and care of animals is a community wide responsibility which requires a community wide response. Pet owners, area shelters, rescue groups, and the community all play a part in reducing the number of unwanted, unhealthy, and behaviorally untreatable animals euthanized in local open admission municipal shelters.

Pet owners must take responsibility for properly identifying, training, caring for and maintaining their pets to ensure they are safe, healthy, and are not a nuisance to the community. Additionally, pet owners must commit to their pets as they would to any other member of their family. Through their efforts the number of animals entering local shelters will be greatly reduced, and those received at shelters will be easier to place.

Local animal shelters, welfare agencies and rescue groups that limit admission to owner release animals and/or adoptable animals must be willing to share their shelter space and resources with municipal shelters who receive a disproportionate number of animals with greater needs that are difficult to place.

The community at large must support local animal shelters both in words and action by supporting efforts to increase responsible pet ownership, to reduce the number of

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unwanted pets entering shelters, and by offering time and resources to care for animals at the shelter, working collaboratively with their neighbors to address nuisance issues, and by opening their doors to not only the highly adoptable animals, but also to animals that are aging and/or have greater needs.

Only by the contribution of all these partners will we achieve a model animal services program for the community.

Background

On May 29, 2007, the Metropolitan King County Council passed Ordinance 15801 to establish new policy directions in animal care and control. These new policies require reduced rates of euthanasia to 20% in 2008 and 15% in 2009 in King County operated animal shelters, redefine the roles and responsibilities of the King County Animal Care and Control Citizen's Advisory Committee (ACCCAC), and reduce access to pets by individuals who commit animal cruelty. In addition to Ordinance 15801, the Council also passed Motion 12521 requesting that the County Executive work with the advisory committee to develop a report to include recommendations on how to improve the humane care of animals, develop a model animal services program, and reduce euthanasia rates to those mandated in Ordinance 15801.

The Citizen's Advisory Committee (Attachment C) completed and transmitted a special report to the County Executive and County Council on September 27, 2007. This report included forty-seven recommendations aimed at improving King County's humane care of animals, developing a model animal care and control program, and reducing euthanasia.

On October 8, 2007, the King County Council further refined its policy direction and priorities in passing Motion 12600, requesting that the County Executive take immediate steps to determine the feasibility of the recommendations identified in the advisory committee report in addition to exploring the business decision of whether or not the county should continue the provision of animal sheltering services.

Development Process

This Operations Plan (OP) incorporates many recommendations from the September 27, 2007 advisory committee report. The OP provides a roadmap for achieving a model animal care and control program based on recommendations from the advisory committee, policy direction from Council, research and analysis of model jurisdictions and local animal shelters, industry best practices, and input from various stakeholder groups including volunteers and staff.

The process of developing the OP included a three month collaborative effort involving input and materials from King County Animal Care and Control, the advisory committee (Appendix C), community stakeholders, shelter and foster volunteers, rescue organizations, and professionals within the animal sheltering industry.

Model/No-Kill Euthanasia Rates

In order to evaluate the county's ability to reach euthanasia rates of 20% by 2008 and 15% by 2009, a review of the euthanasia rates achieved by model jurisdictions around the country, as well as local shelters, was necessary. The Council, in Motion 12521, directed the Executive to study several model jurisdictions in developing this report.

As Nathan Winograd states in *Building a No-Kill Community*, . . . "at the end of the day, you are only successful if the animals go home alive." Conversely, the success of the program would also be a low euthanasia rate.

Measuring euthanasia rates of individual agencies is informative, but it is also important to measure the euthanasia rates of the broader jurisdiction if we are to achieve a model animal services program for the community. If one local shelter does not accept an animal, it is likely to end up at one of the other local shelters. Additionally, some shelters limit admissions to owner release animals versus other shelters that serve a more challenging shelter population due to a higher percentage of strays, feral cats and impounded animals.

Table 1 below compares the euthanasia rates for King County and the model jurisdictions identified in motion. The King County jurisdictional (including KCACC, Seattle Animal Control, and The Humane Society for Seattle/King County) euthanasia average of 30% is lower than the average of the model jurisdictions identified by Council motions.

Table 1: Euthanasia Rate by Model Jurisdiction

| Jurisdiction | Year | Total Received | Total Euthanized | Euthanasia Rate |
|--|-------------|-----------------------|-------------------------|------------------------|
| Tompkins County Total | 2006 | 2,353 | 144 | 6% |
| Charlottesville-Albemarle Total | 2006 | 5,166 | 432 | 8% |
| San Francisco Regional Subtotal | 2006 | 10,062 | 1,428 | 14% |
| Richmond Regional Subtotal | 2006 | 7,664 | 1,614 | 21% |
| King County Jurisdictional Total | 2005 | 25,118 | 7,550 | 30% |
| Washoe County Regional Subtotal | 2006 | 24,058 | 7,594 | 32% |
| Philadelphia Regional Subtotal | 2006 | 23,903 | 12,689 | 53% |
| Model Program Jurisdictional Averages (excluding KC) | | 72,664 | 23,901 | 33% |
| Model Program Jurisdictional Averages (including KC) | | 97,782 | 31,451 | 32% |
| WA State Average | | 142,090 | 60,399 | 43% |

Although King County's overall rate of euthanasia appears competitive, as shown in the table above, it should be noted that four of the six model jurisdictions have euthanasia rates better than King County.

The model jurisdictions studied have achieved their successes through a number of methods. San Francisco and Richmond have achieved low rates of euthanasia through partnerships with the local humane society, which are in close geographical proximity

and act as an adoption outlet for the municipal agency. These local humane society shelters, which house highly adoptable animals, have very low rates of euthanasia – 1% in Richmond and 2% in San Francisco. The euthanasia rates at the respective partnering municipal animal care and control shelters are significantly higher: 37% in Richmond and 20% in San Francisco. Since the local humane societies and municipal shelters work in partnership and serve overlapping constituents, a true picture of the no-kill euthanasia rates in the jurisdiction requires a review of their combined efforts.

Model State Jurisdictions and other WA Shelters Euthanasia Rates

Within the top 20 Washington states shelters, as measured by the number of animal intakes, KCACC had the third lowest euthanasia rate for municipal shelters. It should be noted that King County Animal Care and Control achieved this euthanasia rate using the second lowest staffing level per animals handled for shelters surveyed (Table 2 below). This reduction in euthanasia rates was achieved within a staffing model to support policy mandates to reduce CX subsidy for animal services programs (BAT report, Commission on Governance) and department and division goals to exercise responsible stewardship of county resources to contain costs of service.

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Table #2: Animals Handled per FTE – Washington State Jurisdictions

| Organization | County / City | # Animals Cared for per/Shelter Care FTE1 | Total Received | Total Euthanized | Euthanasia Rate | Adoption Rate | Population (based on Census Data) |
|------------------------------------|---------------|---|----------------|------------------|-----------------|---------------|-----------------------------------|
| Tri-City Animal Control | Benton | 1,608 | 6433 | 4108 | 64% | 27% | 151,808 |
| Blue Mountain Humane Society | Walla Walla | 350 | 3154 | 1976 | 63% | 20% | 57,558 |
| Humane Society for SW WA | Clark | 810 | 13766 | 8592 | 62% | 23% | 363,126 |
| Humane Society of Central WA | Yakima | 713 | 7126 | 4150 | 58% | 23% | 231,586 |
| Spokanimal CARE | Spokane | 518 | 8809 | 4332 | 49% | 28% | 196,818 |
| Humane Society for Tacoma | Pierce | 1,273 | 20361 | 9704 | 48% | 34% | 684,299 |
| Animal Services | Thurston | 739 | 8124 | 3496 | 43% | 33% | 288,867 |
| Kitsap Humane Society | Kitsap | 593 | 7112 | 2906 | 41% | 45% | 36,841 |
| Lewis County Animal Shelter | Lewis | 659 | 2637 | 1064 | 40% | 42% | 71,299 |
| Wenatchee Valley Humane Society | Chelan | 414 | 5801 | 2292 | 40% | 31% | 99,740 |
| Everett Animal Shelter | Snohomish | 804 | 8842 | 3478 | 39% | 27% | 655,944 |
| King County Animal Services | King | 1,332 | 11,990 | 4,666 | 39% | 42% | 1,200,000 |
| Humane Society of Cowlitz County | Cowlitz | 245 | 5148 | 1880 | 37% | 40% | 97,325 |
| Spokane Reg Protection Services | Spokane | 754 | 6782 | 2234 | 33% | 22% | 343,381 |
| Humane Society of Skagit Valley | Skagit | Unknown | 2652 | 690 | 26% | 45% | 113,171 |
| Clallam County Humane Society | Clallam | 207 | 2592 | 610 | 24% | 48% | 69,689 |
| Seattle Animal Shelter | King | 776 | 6206 | 1366 | 22% | 43% | 573,911 |
| Humane Society for SeaKC | King | 433 | 6922 | 1518 | 22% | 68% | Unknown |
| Spokane Humane Society | Spokane | Unknown | 3805 | 678 | 18% | 71% | Unknown |
| PAWS | Snohomish | 273 | 3828 | 659 | 17% | 71% | Unknown |
| Washington State Average | | | 142,090 | 60,399 | 43% | 36% | 5,155,549 |

NOTE: King County Animal Control shelter staff handle 1,332 animals per year per FTE. Only the Tri-City Animal Control agency handles more animals per FTE with a kill rate of 27.03 versus 4.21 in King County.

Kill Rates - Analysis of Model Jurisdictions and Washington Shelters Compared to King County

Another way to measure success in reducing euthanasia is a statistic referred to as “kill rate.” The kill rate is based on animals euthanized per 1,000 population served.

The kill rate is the result of community commitment and resources put toward animal welfare. Kill rates reflect the community response of pet owners, area shelters, rescue groups, and the community at large, who all play a part in reducing the number of unwanted, unhealthy, and behaviorally untreatable animal’s euthanized in local open admission municipal shelters.

Animal People, a leading independent newspaper providing original investigative reporting of animal welfare agencies worldwide, publishes an annual “kill report” based on a compilation of polls from open admission shelters handling significant numbers of animals in specific cities, counties or states (Appendix E).

Table 3, below compares the kill rates for King County and the model jurisdictions identified in the motion. The average kill rate of shelters surveyed nationwide was 12.5 per 1,000 population. The kill rate for King County as a jurisdiction is 4.21, one-third the national average. Although the average kill rate for the model jurisdictions is 7.66 per 1,000 population, two of the model jurisdictions have kill rates lower than King County: Tompkins at 1.49 and San Francisco at 1.9. All other model jurisdictions have a higher kill rate than King County’s, although with the exception of Washoe County, all rank lower than the national average of 12.5.

Table 3: Kill Rate Comparison of Model Jurisdiction

| Jurisdiction | Population | Total Euthanized | Kill Rate/1000 population |
|---|-------------------|-------------------------|----------------------------------|
| Tompkins County Total | 96,501 | 144 | 1.49 |
| San Francisco Regional Subtotal | 751,682 | 1,428 | 1.90 |
| King County Jurisdiction Total | 1,793,583 | 7,550 | 4.21 |
| Charlottesville-Albemarle Total | 92,035 | 432 | 4.70 |
| Richmond Regional Subtotal | 300,000 | 1,614 | 5.38 |
| Philadelphia Regional Subtotal | 1,500,000 | 12,689 | 8.46 |
| Washoe County Regional Subtotal | 380,000 | 7,594 | 19.98 |
| Model Program Jurisdictional Average (excluding KC) | 3,120,218 | 23,901 | 7.66 |
| Model Program Jurisdictional Average (including KC) | 4,913,801 | 31,451 | 6.40 |
| WA State Jurisdictional Average | 5,155,549 | 60,399 | 11.72 ¹ |
| National Average | | | 12.50 |

¹The kill rate may be closer to the national average when euthanasia rates for all agencies reporting to the Federation are combined.

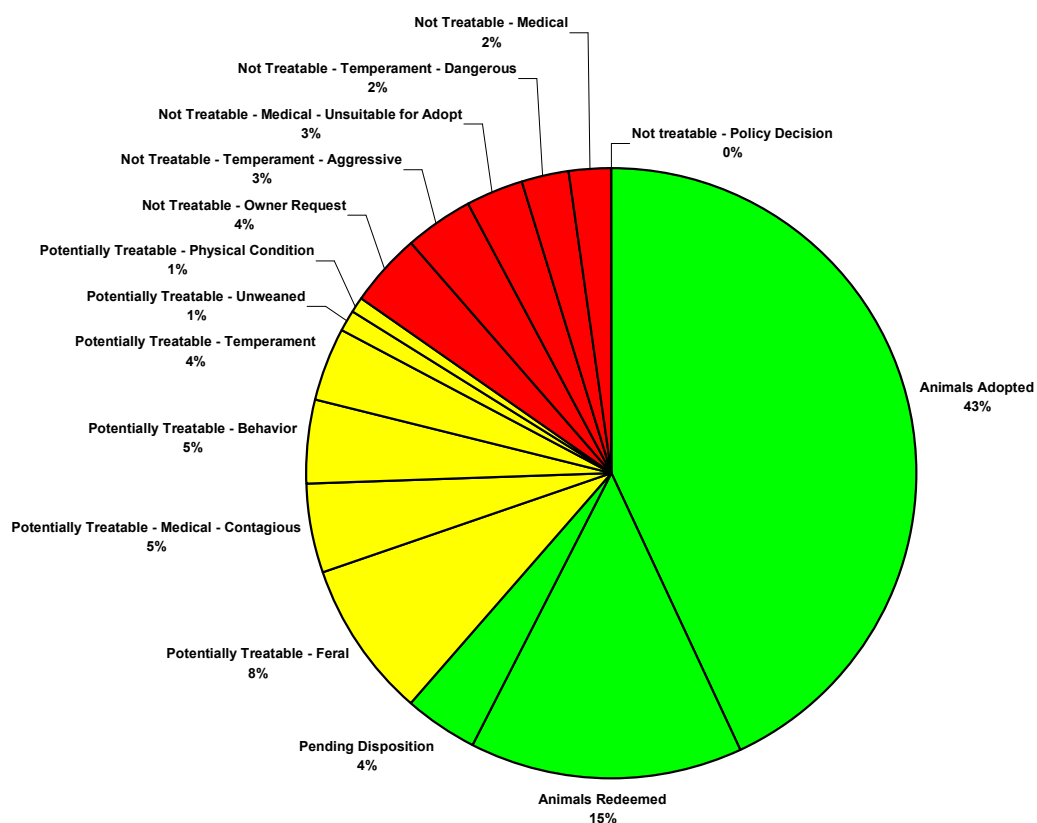
King County Animal Shelter Dynamics

Animal typing is the first step in understanding how low the euthanasia rates in King County operated shelters can be if the agency is given the necessary resources. Animal typing is the process of determining which animals are euthanized in King County operated shelters, and the reasons why. From this data, it can be determined how many of the animals currently being euthanized can be saved, and what measures and costs will be required to do so. Below is a pie chart that shows distribution of animals by category (adopted, redeemed to owner, pending disposition, potentially treatable by category, and untreatable by category based on 2005 distribution of population).

Note in Chart 1 on the next page that only 62% of animals handled are adoptable, 24% of animals are potentially treatable (and therefore potentially adoptable), and 14% of all animals are categorized as not treatable.

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Chart 1: King County Animal Care and Control - Disposition Breakdown (based on 2005 data trends which is the last full year data was captured in one shelter management application).



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A further breakdown of the potentially treatable/adoptable population by percentages and total counts is as follows:

- Behavioral and temperament problems account for 9% (1080) of all animals received in the shelter (excluding DOA).
- Feral (wild cats) account for 8% (960) of all animals received.
- Potentially treatable – contagious disease animals account for 5% (600) of animals received.
- Unweaned animals account for 1% (120) of animals received.
- Potentially treatable – physical conditions account for 1% (120) of animals received.

To achieve a euthanasia rate of 20% in 2008, almost all potentially adoptable animals would need to survive treatment or have a behavioral or temperament problem corrected and ultimately be placed into permanent homes. Virtually all will need to be placed to achieve 15% in 2009. What this means is that it will be difficult for King County Animal Care and Control to achieve a 15% euthanasia rate, let alone 10% as contemplated in Motion 12600.

For King County as a jurisdiction to reach euthanasia rates such as those of San Francisco or Richmond, partnerships with local SPCA's (and the broader community) will be necessary. It will also be necessary for the local SPCA to drastically reduce their rates of euthanasia to as little as 1-2%, as has been done in San Francisco and Richmond. Otherwise, it is unlikely that the jurisdiction of King County will be able to reach euthanasia rates of 15%, given the demographics of the animal population served at the local municipal shelters. Having said that, Seattle Animal Shelter is achieving a euthanasia rate of 22% (while still taking in feral, stray and impounded animals), through a vast network of volunteers that supports shelter and off-site adoptions and cares for animals with greater medical and behavior needs, strong donations, and a higher staffing level. King County Animal Care and Control is hopeful that it can achieve euthanasia rates comparable to Seattle by expanding existing programs.

King County has put in place a number of modest programs representative of a model program (off-site adoptions, foster, sick animal treatment, shelter volunteers). See Appendix F for a list of model/no kill program elements and King County's current efforts in these categories. Model program elements have been embarked on by King County Animal Care and Control in good faith with minimal resources because the agency believed it was the right thing to do for the animals. These model programs require better funding and support from multiple sources in order to achieve the euthanasia rates mandated by ordinance. In addition, other programs must be added for King County to have a model program that provides the best care possible for the animals, reduces euthanasia, increases adoptions, and protects the public and pets.

Operational Plan to Achieve a Model Animal Care and Control Program

This Operational Plan (OP) supports the King County Animal Care and Control mission to “**protect animal and human health and safety and prevent injury to property and cruelty to animals.**” It is aimed at putting King County Animal Care and Control on the path to becoming a model animal care and control program.

The OP takes into account the policies and programs identified as priorities in Council Motion 12600 as well as the recommendations from the advisory committee. Priority has been given to initiatives that focus on:

- Education on responsible pet ownership;
- Identifying animals and returning them to their owners (keeping them out of the shelter system);
- Providing health and animal care needs to reduce euthanasia;
- Leveraging programs and partnerships in the community to increase the number of animals leaving the shelter alive;
- Improving field services; and,
- Continuing efforts to maximize revenues and offset costs of programs through public/private partnerships to minimize the impact of the program on the current expense fund.

RECOMMENDATION SUMMARY:

Additional resources may be needed for many of the below recommendations. Resources could come from a combination of public/private partnerships (PPP), entrepreneurial endeavors, contribution of time by volunteers, donations of goods, services or monies, or funding from the agency’s Animal Benefit Bequest fund or CX budget appropriations in out years, if funding allows. Ultimately, the level of resource and policy direction will define the plan going forward for our animal care and control program.

1. No tolerance campaign: Provide disincentive for owners who do not want to comply with licensing laws.
2. Microchip every animal before it leaves the shelter.
3. Increase awareness of spay/neuter benefits and programs by participating in spay/neuter awareness campaigns.
4. Review protocols annually for pain relief to be given to pets undergoing spay/neuter surgery.
5. Pilot program to provide free and low-cost spay/neuter surgery to pets owned by low income King County residents at shelter or via PPP with contracting vets.
6. Provide free spay/neuter services at the KCACC Kent shelter to support a community-based managed feral/free-roaming TNR program, including existing South County Cats Barn Cat Program.
7. Review/update shelter policies and procedures and ensure proper implementation and compliance within industry best practices.

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8. Improve medical assessment/intake exam for every animal.
9. Improve provision of shelter and medical care by increasing staff.
10. Develop and implement program to evaluate and address behavioral issues.
11. Increased accountability of euthanasia decisions.
12. Program for enrichment of animals in the shelter.
13. Remodel Kent Shelter customer service area.
14. Shelter improvements – dogs (including drains).
15. Shelter improvements – cats.
16. Close the Eastside Pet Adoption Center (Crossroads Shelters).
17. Complete a facilities master plan.
18. Expand availability, access and promotion of animals available for adoption.
19. Designate a lead animal cruelty investigator.
20. Oversee discussions between the Sheriff and Prosecuting Attorney's Office (PAO) to develop a plan to improve animal cruelty investigations.
21. Replace Animal Control truck boxes.
22. Create pilot development and community outreach program, and hire a development and outreach coordinator to oversee community development and outreach programs (position will be absorbed out of existing resources).
23. Hire part-time volunteer coordinator to develop programs consistent with best practices, recruit and coordinate volunteers to support programs, and track volunteer activities and hours including: off-site adoption, shelter support, enrichment programs, foster program, and events.
24. Develop a communication and media plan to maximize community exposure, promote programs and services, animals available for adoption, and resources needed. Possible program elements include branding, Web improvements, animal behavior information available on-line, working with community partners to develop regional pet info line, communication strategy for local media outlets, and updating print materials with messaging aligned to support a model program.
25. Develop an emergency plan for domestic animals in King County.
26. Develop a training program.
27. Develop an equipment replacement plan (including truck boxes).
28. Develop a recognition program.
29. Develop a pet retention program.

Chapter 1: Background and Purpose for Operational Plan

On May 29, 2007, the Metropolitan King County Council passed Ordinance 15801 to reduce rates of euthanasia, redefine the roles and responsibilities of the King County Animal Care and Control Citizen's Advisory Committee (ACCCAC) and reduce access to animals by individuals convicted of a crime. The council further passed Motion 12521 (Appendix A) requesting that County Executive Ron Sims work with the advisory committee to develop a report to include recommendations on how to improve the humane care of animals and create a model animal services program.

The advisory committee consists of 13 King County residents who represent a diversity of interests, including: one representative each from the Humane Society for Seattle/King County, the Progressive Animal Welfare Society, Friends of King County Animal Control, the Coalition for a No Kill King County, the Seattle/King County Veterinarian Association; two representatives from nonprofit or professional organizations representing animal-related interests; three citizens, nominated by the suburban Citizens Association, to represent municipalities that contract with King County for animal care and control services; and three citizens representing unincorporated King County.

The advisory committee is charged with giving information and advice to the executive and County Council on animal control and animal issues. Important tasks of the Committee are spelled out in King County Code 11.06.030.

The ordinance reactivating the committee calls for the executive to transmit an initial report (with input from the ACCCAC) by August 31, 2007, that sets forth the provisions for how King County might implement a "no-kill" policy, and how King County Animal Care and Control is to become a model program for the humane treatment of animals. The advisory committee completed and transmitted a special report on September 27, 2007, that included forty-seven recommendations to improve King County's humane care of animals and develop a model animal services program. The executive requested a 45-day extension in order to provide sufficient time to review the ACCCAC recommendations and incorporate them as appropriate into the agency's operational plan.

On October 8, 2007, the King County Council further refined its policy direction and priorities in passing Motion 12600 (Appendix B) requesting the executive take immediate steps to determine the feasibility of the recommendations identified in the report, and requesting the Executive to implement, at a minimum, 13 recommendations identified in Motion 12600, and explore the business decision of discontinuing the provision of animal sheltering services.

This operational plan is responsive to Motion 12521, which was further refined in Motion 12600, and incorporates many elements recommended in the September 27, 2007,

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King County Animal Care and Control Citizen's Advisory Committee Special Report. The plan is intended to provide a high level roadmap for achieving a model animal services program based on key recommendations from the ACCCAC, council policy direction, research and analysis of model jurisdictions and local animal agencies, industry best practices, and input from various stakeholder groups.

The purpose of the Operational Plan is to:

- 1) Provide a comparative study of data from jurisdictions noted in Motion 12521 that have adopted "no-kill" policies with local jurisdictional data for King County.
- 2) Provide an overview of the King County Animal Care and Control programs.
- 3) Review current programs, services and staffing levels for the various programs and services to: identify gaps and make recommendations to improve the care and health of animals in shelter care, reduce euthanasia, improve the current program to achieve a model animal care and control program, and improve animal control law enforcement operations.
- 4) Identify performance measures to evaluate the agency's effectiveness in achieving the program objectives of drastically reduced euthanasia, improved health care, improved law enforcement, and increased placement of animals into permanent homes.

Chapter 2: Operational Plan Development Process

The three month collaborative effort that produced the Operations Plan involved King County Animal Care and Control, the King County Animal Care and Control Citizen's Advisory Committee (see Appendix C for a list of Advisory Committee members), community stakeholders, shelter and foster volunteers, rescue organizations, and professionals within the animal sheltering industry.

The process included:

- Review of internal policies and procedures
- Facility audit of Crossroads shelter conducted by the Humane Society of the United States
- Kent Shelter visit conducted by University of California Davis
- Interviews and/or review of materials or Web sites from other jurisdictions including:
 - Washoe County Animal Care and Control
 - Nevada Humane Society
 - Richmond Animal Care and Control
 - Richmond SPCA
 - Tompkins County SPCA
 - Philadelphia Animal Care and Control Association (PACCA)
 - City of Philadelphia
 - Charlottesville-Albemarle SPCA
 - San Francisco Animal Care and Control
 - San Francisco SPCA
 - City of Seattle
 - Humane Society for Seattle/King County
 - The Humane Society for Tacoma/Pierce County
- Review of "no-kill" publication and Web sites (including No Kill Solutions, and Mattie's Fund)
- Review of input from volunteers and foster program participants
- Review of input from staff
- Participation in advisory committee meetings
- Tour of local shelters including:
 - The Humane Society for Seattle/King County
 - Humane Society for Tacoma/Pierce County
 - Seattle Animal Shelter

Chapter 3: Overview of King County Animal Care and Control

King County Animal Control History

King County Animal Control was formed in 1972 after the County terminated a contract with the Seattle/King County Humane Society. The service area was 607,000 residents and included all of King County outside the City of Seattle. The initial 6-month budget was \$141,000 and eight animal control officers were hired.

In 1973, a dairy barn and property were acquired in the Kent Valley for sheltering animals, and in 1975, the present shelter building was constructed at the Kent site for \$300,000. The animal control program's focus was on controlling packs of loose dogs running in suburban neighborhoods and selling pet licenses to generate revenue for the program. A small shelter was operated on the Eastside in space leased from a commercial kennel.

In the 1980's, the focus continued on licensing and revenue collection. A lengthy debate began over the practice of selling live animals for research, and in 1986, the County banned the sale of animals for research.

A major policy discussion occurred in 1991/1992 when a breeding ban ordinance was proposed to encourage pet identification and the sterilization of animals, and lower the euthanasia rate of animals entering County shelters. The legislation passed and new policy directives for the agency emerged. These included: euthanasia rate reduction targets, a licensing fee differential for animals that are sterilized (to encourage spay/neuter), a \$25 spay/neuter voucher provided with each unaltered license, a \$5 juvenile license fee, the creation of a pet license canvassing program and enhanced public education regarding responsible pet ownership. A Citizens Advisory Committee was also created to develop a Model Animal Control Program.

In 1997, the spay/neuter clinic was opened and a foster program was added to shelter operations. Subsequently, other modest facility improvements occurred including the separation of the adoption area from the stray-hold area.

In recent years, King County Animal Care and Control has been able to place all healthy, adoptable pets. KCACC has achieved further reductions in euthanasias through increased treatment and placement of animals with medical and/or behavioral needs.

King County currently provides animal-related enforcement services to 32 cities and sheltering services to 34 cities.

Current Environment

King County Animal Care and Control provides services to the thirteenth most populous county in the United States. The agency provides a number of animal-related services critical to the quality of life in King County, both for animals and citizens.

King County Animal Care and Control operates two animal shelters – the King County Kent Animal Shelter and the Eastside Pet Adoption Center in Bellevue (Crossroads). A number of services are provided at these facilities:

- Shelter and care of owner-released animals and lost or stray dogs, cats, and other species like livestock, reptiles and small mammals
- Pet adoptions
- Education on animal care/behavior
- Redemption of impounded pets to owners
- Quarantine of bite animals
- Temporary shelter of pets owned by domestic violence victims

King County Animal Care and Control licenses dogs and cats in the unincorporated area of King County and cities in the regional service network. Pet licensing canvassers travel these areas to make sure citizens understand the benefits of licensing their pets and to offer the opportunity for residents to easily license pets from the comfort of their home.

King County Animal Care and Control is staffed by 41.6 full-time equivalent (FTE) employees (34 for Animal Control and 7.6 for the pet licensing and canvassing program, plus about a dozen temporary workers, most of them being pet license canvassers). In addition, nearly 300 volunteers provide a variety of assistance from fostering dogs and cats to posting photos of adoptable animals on the petfinder.com Web site. The adopted operating budget for 2006 was \$4.5 million for the Animal Services Program (Animal Care and Control, pet licensing and canvassing). Of that \$4.5 million, \$2.9 million is backed by revenue earned through pet license sales and other service fees.

King County Animal Services and Programs are comprised of four main program areas:

- 1) Responsible Pet Ownership (licensing, community spay/neuter, microchipping and canvassing;
- 2) Animal Health and Care (shelter and vet clinic operations and programs);
- 3) Animal Placement Services; and
- 4) Field Services (regulatory enforcement including animal cruelty complaints and field service request response).

Responsible Pet Ownership

Pet identification and spay/neutering are important elements of responsible pet ownership. King County currently impounds animals that have strayed away from home and, because they are not identified, cannot be reunited with their families.

King County's pet licensing program is considered a model for many jurisdictions as it includes differential fees for sterilized animals (\$20 vs. \$60) to encourage spaying and neutering and also has a comprehensive pet license canvassing program, community sales partners, and Web-based pet license sales.

Pet Licensing

King County Animal Care and Control provides pet licensing services in unincorporated King County and all cities within King County except Seattle, Renton, Medina, Des Moines, and Normandy Park. In 2006, the program licensed 83,358 dogs and 53,393 cats. Although a large number, it only represents approximately 30% of the estimated pet population in the agency's service area. Total revenue from license sales in 2006 was \$2.4 million, representing 89% of revenues. Currently, there is a penalty for late renewals of pet licenses (late fees) but no specific penalty for failure to obtain a license.

The Humane Society of the United States estimates that of the 6-8 million animals entering shelters nationally each year, only 10% are claimed by their owners. In King County, redemptions account for approximately 15% of all animals entering the shelter, due in part to our licensing efforts. Despite the fact that we are above the national average for redemptions, we believe much more can be accomplished to expand our pet license program to identify pets and ensure they are returned to their owners.

Other benefits for licensed pet owners include: discounted microchipping, a \$25 spay/neuter voucher (for unaltered pets), a "free ride home" and waived fees for the first impound, longer hold periods if brought into the shelter, vacation pet-alert program participation (alternate contact information when away from home), and free euthanasia if requested.

Pet Partnership Program

As part of the county's licensing efforts, pet license canvassers have gone door to door selling pet licenses to animal owners since 1992. Additionally, KCACC has over 200 pet license sales outlets throughout the County. The canvass program has increased license sales dramatically over the past 15 years. In 1992, only 86,992 animals were identified; license sales peaked in 2003 at 152,000 and today stand at 137,000 animals identified with a pet license.

The recent decline in the number of pet licenses issued is due to several reasons: natural attrition (citizens failure to renew or death of animal), reduced field canvassing hours, minimal promotional campaign activities, elimination of direct-mail pieces, lack of awareness of licensing requirements, decline in efforts to promote responsible pet

ownership through media outlets, and the fact that there is currently no penalty for non-compliance with the law (Title 11 allows for late fee penalties but has no direct mechanism to address citizens who refuse to license their pet).

Spay and Neuter Programs and Incentives

King County Animal Care and Control currently spays and neuters all dogs and cats adopted from its shelters. KCACC also partners with other groups such as Pasado's Safe Haven and the Feral Cat Spay Neuter Project to ensure that animals owned by the public that aren't sterilized have access to low-cost spay/neuter surgery. KCACC does not currently provide spay/neuter services to animals owned by the public. State law limits KCACC to offering free or low-cost spay/neuter programs only.

As mentioned above, a \$25 spay/neuter voucher is provided with the issuance of every unaltered pet license. The redemption rate of these vouchers is low (3%).

Animal Health and Care

King County operates two animal shelters – the King County Kent Animal Shelter and the Eastside Pet Adoption Center in Bellevue (Crossroads). A number of services are provided at these facilities:

- Shelter and care of owner-released animals and lost or stray dogs, cats, and other species like livestock, reptiles and small mammals.
- Pet adoptions
- Education on animal care/behavior
- Redemption of impounded pets to owners
- Quarantine of bite animals
- Temporary shelter of pets owned by domestic violence victims

The number of incoming animals has decreased over the years, from almost 21,000 in 1990 to 11,259 in 2006, a result of an increase in responsible pet ownership, particularly with dogs. Identified pets are being returned to their owners, either direct from finder to owner or via a shelter visit. In addition, more dogs and cats are being spayed and neutered, a result of successful spay/neuter educational efforts and various programs in the community.

KCACC shelters are staffed by animal control officers whose duties include: animal care and feeding; shelter cleaning; medicating and vaccinating animals; animal evaluation; euthanizing animals; and front line customer service including, animal receiving and redeeming, pet adoption and counseling and pet license sales.

Kent Facility

The King County Kent Animal Shelter was constructed in 1975 and has had only minor renovations since then, none of them expanding the initial footprint of the kennel building itself. The facility was constructed without separate isolation areas for sick animals or a separate adoption area. Initially, the shelter included administrative staff areas; in approximately 1993, those were moved to spaces created in the dairy barn which allowed for a small expansion of animal care space.

The primary purpose of the shelter at the time of construction was to hold stray animals for their designated stray-hold period of time. The vast majority of animals not claimed by their owners were euthanized. Auxiliary support and animal care programs, now standard in animal care facilities, did not exist. Spaces to accommodate these programs and needs have been limited to the existing building footprint, and thus they are insufficient. The lobby and service counter area remain the same as in 1975; it's evident that the initial focus was on temporary holding of large numbers of animals and not on customer service.

Public hours at the Kent facility are: Monday - Saturday: 10 a.m. – 6 p.m., except Thursday: Noon – 6 p.m.

Eight Animal Control Officers (ACO's) are assigned to the Kent Shelter. Two officers are on a 5/2 shift and six officers are on a 4/3 shift. This schedule provides for optimum coverage given the overall staff number; five officers are assigned Tuesday through Sunday and four on Monday.

Crossroads Facility

The Crossroads Shelter (Eastside Pet Adoption Center) is leased space. The facility was a former veterinary business, and therefore was not designed nor built to efficiently facilitate the needs of an animal shelter. The small-sized dog kennels were intended to hold animals before and after treatment, not for extended periods. The cat cages are standard size, but the rooms that house the cat cages are small. The Crossroads Shelter provides a convenient place for citizens living north of I-90 to look for lost pets, and saves both officers and animals impounded in field a long trip to Kent.

Public hours at the Crossroads facility are: Tuesday - Friday: 2 p.m. - 6 p.m. and Saturday: Noon – 6 p.m.

One officer is assigned to staff the Crossroads Shelter. This officer works a 5/2 shift to coincide with the public hours at Crossroads.

Incoming Animals

Animals come to the shelters in several ways: strays; impounded, identified animals where the owner cannot be reached; and owner releases/relinquishment. The animals can be picked up by field officers or brought in to the shelter by citizens.

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- **Field pick-up.** An animal can be picked up in the field either because it was viewed running loose by a field animal control officer or confined by a citizen who requested a field pick-up. If the animal is licensed and/or identified, the field officer will attempt to release the animal to its owner, thus saving the animal a trip to the shelter.
- **Shelter turn-in.** A citizen can bring in and relinquish their own animal (owner release) or a found animal (stray or with identification).

By law, stray animals are held for at least 72 hours (some jurisdictions require a 5-day stray-hold period) not including the day the animal came in or Sundays or holidays. Licensed animals are held 120 hours after notification or up to two weeks. Owners redeeming animals pay applicable fees.

Incoming animals are searched for identification (license, ID tag, microchip scan, tattoos), vaccinated, checked for overall health, and kenneled in the stray-hold area.

Shelter Care and Health

Shelter officers provide overall animal care and feeding, and vet staff (one vet and one vet tech) provide additional health oversight. All dogs and cats are fed a premium quality food and those over three weeks of age are vaccinated. Due to space limitations, animals may be co-located in the same kennel/cage when their size and temperament allows. Animals that come into the shelter sick or become sick once in the shelter are treated if possible (depending on illness and space in isolation and foster homes).

Animal Redemption

KCACC attempts to reunite all animals that come into the shelter as strays with their owners. Animals are checked for visual ID (tags, tattoos) and scanned for microchips as they come into the shelter. If an owner can be identified, every effort is made to achieve contact, including phone calls and mailed letters. KCACC also helps the owners of lost animals find their pets by recording a "lost pet" hotline listing the new animals that came into the shelter the previous day, by posting lost animal flyers in shelter lobbies, and through a lost pet binder located in shelter lobbies.

Spay/Neuter Services

County policy requires that every animal adopted from a King County operated animal shelter is sterilized. The KCACC veterinary staff spays or neuters more than 3,000 animals each year before they are adopted. KCACC also helps to meet spay/neuter needs in the community by partnering with Pasado's Safe Haven who conduct free or low-cost spay/neuter surgeries in its mobile spay station that comes to the Kent Animal Shelter parking lot as often as twice monthly.

Veterinary Services

In addition to performing more than 3,000 spays or neuters each year, the KCACC veterinary staff also contributes significantly to the overall management of animal health

in the shelters. The veterinary staff provides health exams of animals, diagnosis of maladies, treatment regimens, microchipping, and necropsy of animals involved in cruelty investigations.

Foster Program

The KCACC foster program continues to expand each year; a record 1,165 animals were fostered in 2006. Foster volunteers take sick, injured or immature animals into their homes where they are rehabilitated so they can be adopted out once they are well. In many cases, foster pets are advertised on the petfinder.com Web site and adopted without ever having to come back into the shelter. Administration of the foster program is done primarily by the veterinary department with assistance from shelter operations.

Animal Enrichment

Volunteers provide limited enrichment programs for both cats and dogs in King County shelters. Two of the most popular programs are dog walking and cat socializing. In the case of dog walking, volunteers take dogs out of their kennels for a walk in a park, the shelter exercise area, or a walking trail. Volunteers that socialize cats also remove the cats from the cages and give them personnel attention in one of the “cat cuddling” rooms. Other volunteers give their time grooming or bathing animals so they look and feel their best.

Animal Disposition

Once the stray-hold period expires (sooner for owner-release animals) and the owner has failed to redeem the animal, a behavior assessment is done and a disposition recommendation made. The shelter supervisor reviews the disposition recommendations for approval. Disposition outcomes include adoption, rescue, and medical treatment and/or foster of animals with longer term medical needs, or euthanasia.

Animal Placement Services

On-site Adoptions: On-site adoptions occur during all shelter open hours. Shelter officers conduct adoption selection, screening and counseling. In 1990, 7% of incoming animals were adopted. In 2006, 4,500 animals representing 40% of all incoming animals (and 100% of healthy, adoptable animals) were adopted.

Off-Site Adoptions: King County Animal Care and Control began a pilot program in 2005 with off-site adoption partnerships, and expanded that program to include seven pet supply stores in the area. This program was initiated within existing resources and is heavily supported by volunteers. In 2007, through the submission of this report, King County had adopted out nearly 400 animals. This effort could not have been achieved without a labor/management/community partnership to provide off-site adoptions. Locations are staffed by volunteers and/or paid staff, primarily on voluntary overtime,

and many of the community partners provide caging and care of animals available for adoption.

Special Adoption Events: In addition to off-site adoption venues, KCACC hosts an annual “Adopt-a-thon” event. In 2006, this event was expanded to include nearly 20 other animal shelters or rescue groups from the Puget Sound area and Eastern Washington, making it the largest event of its kind in the state. As many as 200 animals have been adopted during this one-day event. KCACC also participates in other, smaller adopt-a-thon-type events held by other groups, such as Pawsitive Alliance.

Rescue Services: KCACC works with many rescue groups from all over the area to find homes for animals. These animals range from pure-bred dogs to domestic cats. Some rescue groups, like Seattle Purebred Dog Rescue, proactively come to the shelters looking for animals to rescue. In other cases, KCACC will notify rescue groups when an animal that may need some behavior modification or medical treatment prior to being ready for adoption. Rescue groups will come to the shelter and evaluate the respective animals and decide whether they wish to rescue them. The lives of hundreds of animals are saved each year due to the efforts of local rescue groups.

Barn Cats: A new partnership was developed with South County Cats to find homes for feral cats. Through the partnership, South County Cats finds potential cat adopters that are looking for feral cats that will help with rodent problems. These “barn cats” are identified by KCACC and provided to South County Cats for adoption, reducing the number of feral cats that are euthanized. As of the submission of this report, South County Cats had found homes for about 150 feral cats.

Field Enforcement and Services

King County Animal Care and Control provides animal control law enforcement services in unincorporated areas of King County and 32 contract cities, all cities within King County except Seattle, Renton, Medina, Des Moines, and Normandy Park.

The KCACC Field Operations program covers an area of about 2,200 square miles daily, serving close to 1.2 million residents. Field services are provided seven days per week. Officers are on duty from 7 a.m. to 9 p.m. with after-hours emergency services provided by on-call officers. Field services include:

- Vicious animal and bite complaints
- Animal cruelty investigations
- Injured animal rescues and pick-ups
- Pick up of stray dogs and cats & owner releases
- Barking dog complaints
- Loose livestock and "dead-on-arrival" livestock/cats/dogs
- Police department calls for assistance

A total of 14 Animal Control Officers and two sergeants are assigned to field enforcement on a 4/4 shift (four days on, four days off). A new schedule provision to put all field officers on 4/3 shifts (four days on, three days off) was negotiated in the latest collective bargaining agreement. The new schedule will increase field coverage from seven per day (not counting absences and vacations) to eight per day.

Cruelty Investigations

King County Animal Care and Control receives approximately 1,000 alleged animal cruelty/abuse complaints a year. This represents about 6% of all calls received. The result of the majority of these complaints, after response/investigation, is unfounded in that they do not meet the statutory definition of animal cruelty. These unfounded cases are typically closed with owner education and counseling. However, in cases of bona fide cruelty, appropriate investigation and coordination with local law enforcement personnel is critical.

King County Animal Care and Control field officers are first responders to animal cruelty cases when the call is received by our agency (unless the call circumstances clearly indicate an ongoing, urgent emergency response is needed, in which the call may be transferred to 9-1-1). Local law enforcement may also be a first responder if the call comes through the 9-1-1 system and they elect to respond rather than refer the call.

A designated staff person coordinates all animal cruelty cases. Generally, the police take the lead on elements of the case closely related to other law enforcement cases, including securing the crime scene, handling evidence, interviewing suspects, securing and implementing search warrants. Animal control generally will lead on observations and documentation of the animal's condition, the handling of live evidence (i.e., the animal), animal necropsy, and coordination with other animal specialists.

Enhanced Service Contracts

The field services provided to contract cities is "that level of service as provided in unincorporated areas of King County." On top of the services the agency already provides, municipalities have expressed a desire to pay for additional services to address problems like barking dogs and park patrols. KCACC currently has contracts with five suburban cities (Kirkland, Shoreline, Auburn, SeaTac, and Tukwila) for enhanced field services either full-time, or part-time. These enhanced-services contracts focus on specific animal control law enforcement issues in the respective cities, such as increased patrols in city parks.

Chapter 4: 20% Euthanasia in 2008 and 15% in 2009 – How Do We Get There?

Motion 12521 requests that King County Animal Care and Control evaluate the jurisdictions of San Francisco, California; Washoe County, Nevada; Tomkins County, New York; Philadelphia, Pennsylvania; Richmond, Virginia; and Charlottesville, Virginia who have adopted “no-kill” policies and/or programs. The study of these jurisdictions is intended to advise the agency on programs that would save all *healthy and treatable cats and dogs and euthanize only those cats and dogs with severe health problems that preclude a reasonable quality of life or temperament problems that pose a threat to public safety*. Further, the motion states that a “no-kill” program could expect to realize euthanasia rates as low as 10% or 15%. In Motion 12600, the council further instructed the agency to study local model jurisdictions including Seattle and The Humane Society for Seattle/King County. See Appendix G for details of the evaluation responsive to this request.

As noted in Appendix G, the low rates of euthanasia achieved by San Francisco (14%) and Richmond (21%) were accomplished through a partnership with the local humane society (which was in close geographical proximity) acting as an adoption outlet for the agency. The euthanasia rates for the jurisdictions’ local animal care and control shelters were significantly higher (37% for Virginia ACC and 20% for San Francisco ACC) than those of the jurisdiction’s companion SPCA organizations (2% for San Francisco SPCA and 1% for Richmond SPCA).

For comparison purposes, the euthanasia rate for King County (including KCACC, Seattle Animal Control, and The Humane Society for Seattle/King County) is 30% (see chart below).

Without commitment of other local shelters to drastically reducing rates of euthanasia in their shelters (to as little as 1-2% by 2008), it is unlikely that King County could match the results achieved in Richmond and San Francisco.

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Table 4: Euthanasia Rate by Model Jurisdiction

| Organization/Jurisdiction | Year | Total Received | Total Euthanized | Euthanasia Rate |
|---|-------------------|----------------|------------------|-----------------|
| King County Animal Services | 2005 ¹ | 11990 | 4666 | 39% |
| The Humane Society for S/KC | 2005 ¹ | 6922 | 1518 | 22% |
| Seattle Animal Shelter | 2005 ¹ | 6206 | 1366 | 22% |
| King County Jurisdictional Totals | 2005 | 25118 | 7550 | 30% |
| Tompkins County SPCA | 2006 | 2353 | 144 | 6% |
| Charlottesville-Albemarle SPCA | 2006 | 5166 | 432 | 8% |
| San Francisco Animal Care and Control | 2006 | 6702 | 1357 | 20% |
| San Francisco SPCA | 2006 | 3360 | 71 | 2% |
| San Francisco Regional Subtotal | 2006 | 10062 | 1428 | 14% |
| Richmond Animal Care and Control | 2006 | 4238 | 1581 | 37% |
| Richmond SPCA | 2006 | 3426 | 33 | 1% |
| Richmond Regional Subtotal | 2006 | 7664 | 1614 | 21% |
| Washoe County Animal Care and Control | 2006 | 15913 | 5028 | 32% |
| Nevada Humane Society | 2006 | 8145 | 2566 | 32% |
| Washoe County Regional Subtotal | 2006 | 24058 | 7594 | 32% |
| Philadelphia Animal Care and Control (PACCA) | 2006 | na | na | na |
| Philadelphia Animal Welfare Society | 2006 | na | na | na |
| Philadelphia Regional Subtotal | 2006 | 23903 | 12689 | 53% |
| King County Jurisdictional Totals | | 25118 | 7550 | 30% |
| Model Program Jurisdictional Averages (excluding KC) | | 73206 | 23901 | 33% |
| Model Program Jurisdictional Averages (including KC) | | 98324 | 31451 | 32% |
| WA State Average | | 142090 | 60399 | 43% |

¹2005 data from Federation report used

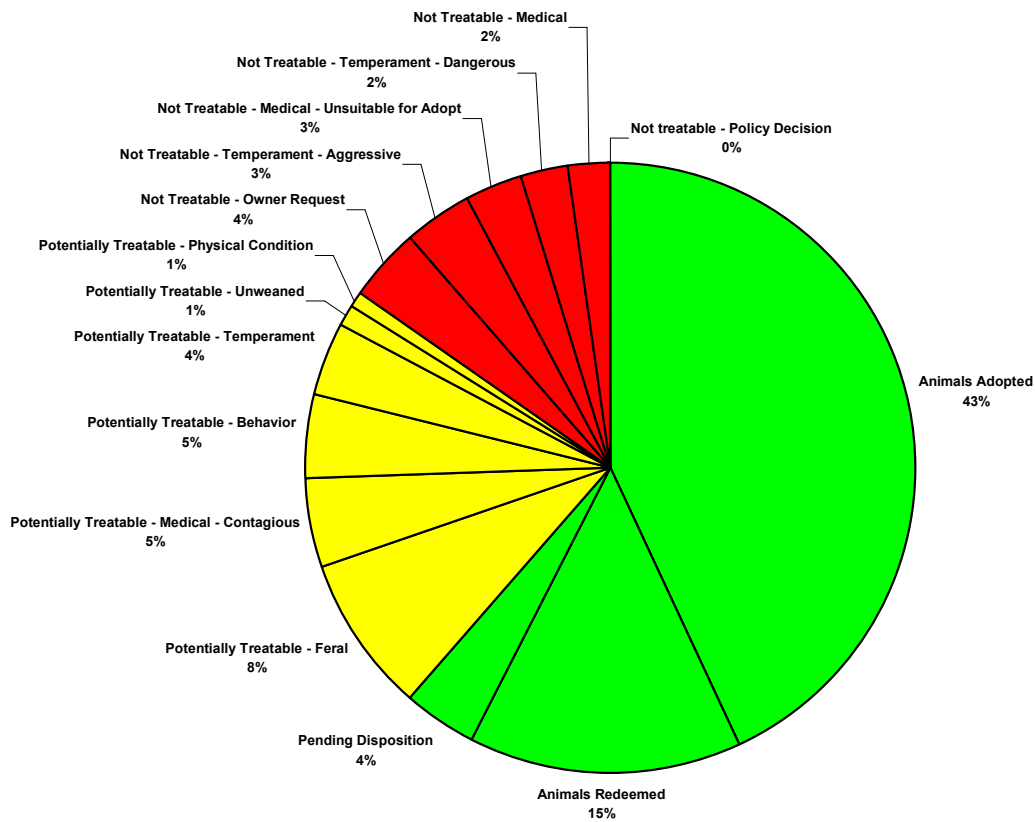
King County Animal Care and Control - Distribution of Animals by category and efforts necessary to achieve euthanasia rates of 20% in 2008 and 15% in 2009.

It is important to understand the county shelter animal population served in determining the agency's ability to achieve rates of euthanasia of 20% in 2008 and 15% in 2009. Below Chart 1 shows distribution of animals by category (adopted, redeemed to owner, pending disposition, potentially treatable by category, untreatable by category and dead on arrival, based on 2005 distribution of population).

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Note that only 62% of animals are adoptable, 24% of animals are potentially adoptable, and 14% of all animals are categorized as not treatable. To achieve a 20% euthanasia rate in 2008, nearly all of the 24% of animals identified as potentially adoptable would not be euthanized, and all would need to be saved to achieve a 15% euthanasia rate in 2009. Based on the distribution at the shelter, the agency is unlikely to achieve 15% euthanasia, let alone, 10% as contemplated in Motion 12600.

Chart 1: King County Animal Care and Control - Disposition Breakdown (based on 2005 data trends).



Potentially adoptable population's breakdown by percentages, counts and effort necessary to save are as follows:

- Behavioral and temperament problems account for 9% (1,080) of all animals received in shelter (excluding DOA). This includes the following type of behavior and temperament issues: vicious, biting, spraying, unsocial. It is unlikely that all animals in this category can be rehabilitated. Additionally, more time and effort will be needed for rehabilitation, either in shelter or foster care or through an animal rescue agency. Some liability may exist for the county if an animal is identified as a behavior or temperament problem, is adopted out, and later reverts to previous behavior. Additionally, shelter returns are likely for some animals if they revert to exhibiting previous behavior or temperament problems. Most animals with temperament and behavioral issues will need to be saved in 2008 to achieve 20% euthanasia rates, and all will need to be saved to achieve a 15% euthanasia rates in 2009
- Feral (wild cats) account for 8% (960) of all animals received in shelter (excluding DOA). Feral cats enter the shelter primarily in conjunction with nuisance complaints received from citizens in the community which are responded to by field officers, or they are trapped by citizens in the field and brought to the shelter.
- Potentially treatable – contagious disease animals account for 5% (600) of animals received in shelter (excluding DOA). Additionally, keeping highly contagious animals alive in a shelter environment may increase the risk that other animals in the shelter would get sick. Contagious disease has the potential to spread quickly in shelters where animals are already under significant stress. Most of potentially treatable – contagious disease animals would need to survive (and no healthy adoptable animals become ill and die as a result of keeping contagious diseased animals alive and housed in our shelter) in order to achieve a euthanasia rate of 20% in 2008, and all would need to be saved to achieve 15% in 2009.
- Unweaned animals account for 1% (120) of animals received in the shelter (excluding DOA). This population requires more resources and time to keep them alive and healthy until they can be weaned. Currently, the foster program works with unweaned animals, although not at the level of demand needed. Additional foster parents will need to be found that can maintain a demanding feeding schedule. Again, most unweaned animals would need to survive and ultimately be placed into permanent homes to achieve a euthanasia rate of 20% in 2008, and all would need to be saved to achieve 15% in 2009.
- Potentially treatable – physical conditions account for 1% (120) of animals received in the shelter (excluding DOA). These animals may be more difficult to place given their physical challenges and the option of healthier, more adoptable animals being available for adoption. Again, most potentially treatable physical condition animals would need to survive and ultimately be placed into permanent homes to achieve a euthanasia rate of 20% in 2008, and all would need to be saved to achieve 15% in 2009.

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For King County to reach euthanasia rates such as those of San Francisco or Richmond, partnerships with SPCA's (and the broader community) will be necessary. Otherwise, it is unlikely that the jurisdiction of King County would be able to reach euthanasia rates of 15% given the demographics of the animal population served at the local municipal shelters. Having said that, Seattle Animal Shelter is achieving a euthanasia rate of 22% (while still taking in feral, stray and impounded animals), through a vast network of volunteers that supports shelter and off-site adoptions and cares for animals with greater medical and behavior needs, strong donations, and a higher staffing level. King County Animal Care and Control is hopeful that it can achieve euthanasia rates comparable to Seattle by expanding existing programs.

While King County has not been as aggressive in funding new and innovative animal care and control programs as Seattle and other model programs have, it does have in place a number of modest programs representative of a model program (off-site adoptions, fosters, sick animal treatment, shelter volunteers. See Appendix F for a list of model/no kill program elements and King County's current efforts in these areas. Model program elements have been embarked on by the agency in good faith with minimum resources because the agency believed it was the right thing to do for the animals. These model programs need to be better funded and supported in order to achieve the euthanasia rates mandated by ordinance. Other programs must be added for King County to have a model program that provides the best care possible for the animals, reduces euthanasia, increases adoptions, and protects the public and pets.

Chapter 5: Operational Plan Recommendations to Achieve a Model Animal Care and Control Program

The KCACC Operational Plan is a roadmap to support its mission to “***protect animal and human health and safety and prevent injury to property or cruelty to animals.***” The OP takes into account the policies and programs identified as priorities in Motion 12600 as well as the recommendations from the advisory committee. Priority has been given to initiatives that focus on identifying animals and returning them to their owners (keeping them out of the shelter system), providing health and animal care needs to reduce euthanasia; leveraging programs and partnerships in the community to increase the number of animals leaving the shelter alive; improving field services; and, continuing efforts to maximize revenues and offset costs of programs through public/private partnerships to minimize the impact of the program on the current expense fund.

Structure of Recommendations

The following King County Animal Care and Control Operational Plan and Program recommendations come from the collection and analysis of materials acquired during the information gathering process noted in Chapter 2. The recommendations listed below are organized in the following categories:

- Enhanced responsible pet ownership services
- Enhanced shelter services and programs
- Enhanced animal placement services
- Enhanced field services
- Development and outreach
- Miscellaneous

Within each of these categories, recommendations have been broken out as being responsive to an ACCCAC recommendation, council policy direction, element of a model animal control program, and/or an element of a “no-kill” shelter program.

Additional resources may be needed for many of the following recommendations. Resources could come from a combination of public/private partnerships (PPP), entrepreneurial endeavors, contribution of time by volunteers, donations of goods, services or monies, or funding from the agency’s Animal Benefit Bequest fund or CX budget appropriations in out years if funding allows. Ultimately, the level of resource and policy direction will define the plan going forward for our animal care and control program.

Responsible Pet Ownership Recommendations

Policy Direction 1: *Increase pet identification to facilitate lost pets being reunited with owners, minimize general fund subsidy of animal care and control program and reduce the flow of animals into the shelter (Executive policy, BAT force recommendation and Motion 12600 (related to reducing flow of animals into the shelter.))*

STATEMENT OF NEED:

In general, animals leave King County shelters alive in one of three ways – they are adopted, they are rescued, or they are redeemed by their owners. KCACC has focused much effort in recent years on increasing the number of animals adopted and rescued, but not on the number of animals redeemed. It is time to focus efforts on that category, as well. The five-year redemption trend as a percentage of intakes is flat. An area of particular interest is the low number of cats redeemed. Nearly all of the animals that are redeemed each year are dogs, while very few cats are redeemed. An increased emphasis on licensing and microchipping can turn this trend around as well as reduce the number of animals coming into the shelter as strays due to the “free-ride home program.” Many animals without identification that are picked up by animal control officers in the field, or turned in by citizens, are likely close to their home. However, without identification, the officer or citizen cannot return the animal directly home, and thus the animal becomes a shelter statistic.

An increased emphasis on licensing will also reduce the Animal Services Program’s dependence on the general fund through increased licensing revenue. About two-thirds of the agency budget is backed by revenue from licensing sales, fees and fines (\$2.9 million revenues/\$4.5 million budget).

RECOMMENDATION SUMMARY:

| <i>Recommendation elements</i> | <i>ACCAC</i> | <i>Model</i> | <i>No Kill</i> | <i>Council Motion</i> |
|---|---------------------|---------------------|-----------------------|------------------------------|
| 1. No tolerance campaign: Provide disincentive for owners who do not want to comply with licensing laws | | X | | |
| 2. Microchip every animal before it leaves the shelter. | X | X | | |

RECOMMENDATION DESCRIPTION, TIMELINE, & CONSIDERATIONS

Recommendation #1: No tolerance pet license campaign

Description: It is time to hold owners of unlicensed pets accountable for following the law and licensing their pets. The City of Seattle, a model program identified by council, is in its third year of using a \$125 fine as an enforcement tool for unlicensed pets. Initiated in 2005, Seattle's "no tolerance" policy has resulted in an increase of \$250,000 in pet license sales for three years running. The fines themselves have resulted in approximately \$125,000 in new revenue. Responsible pet owners license their pets, and King County pet license revenues help offset the cost of animal care and control. Unlicensed pets are harder to return to their owners and often end up in the shelter. Controlling intake and reducing the number of animals entering the shelter by more successfully reuniting pets with their owners is an effective strategy for reducing euthanasia. Identifying each pet through a strong licensing program helps prevent pets from entering the system. Each pet entering the shelter costs an average of \$200 to support.

This proposal is to mirror the City of Seattle's penalty, with **a new \$125 fine and adoption of a no tolerance policy**. Officers identifying unlicensed pets will issue civil fines when identifying an unlicensed pet. The impact of a policy change will also result in a greater level of voluntary compliance given the enforcement risk, adding an estimated \$100,000 in license sales (5,000 licenses).

The implementation of the no tolerance policy would be preceded by an amnesty period in which pet owners that don't have their pets licensed would be offered the chance to license them without the threat of a fine. A public education campaign announcing the policy change, the amnesty period, and the benefits of licensing will be a critical element of the program.

Timeline: Short-term. New marketing materials, policy and procedures and account tracking tools will be developed 1st quarter of 2008 for implementation in 2nd quarter.

Resource requirements: Administrative assistance to get the program started covered in base; \$40,000 marketing budget.

Considerations: This approach is applied by some model programs, including Seattle Animal Control. It will be important to educate the public that license revenues support shelter operations, animal rescues, and cruelty investigations. This initiative requires a King County Code change and may increase the workload of the King County Board of Appeals as they are the appeal venue.

Recommendation #2: Enhanced microchipping programs

Description: King County Animal Care and Control currently offers microchipping to customers adopting pets from our shelters. The agency also microchips problem animals such as those that are subject to confinement orders. In the same way that the first step to increasing spay and neutering is to sterilize all animals adopted from our shelters, the first step in increasing microchipping is to microchip all animals leaving our shelters alive – either by adoption or redemption.

Timeline: SHORT TERM: As part of the 2008 work program, the Development and Community Outreach Coordinator will seek public-private partnerships (PPP) to fund recommendation. LONG TERM: Goal is that all animals in the community be microchipped to ensure they are identified and returned to their owners and do not enter the shelter in the first place.

Resource requirements: Additional microchips at approximately \$5 – \$6 each. Additional staff time will be required to implant the chips.

Consideration: This approach is applied by some model programs. Executive proposed budget does not contemplate this initiative; however, King County will seek donor or grant program monies to cover cost of microchips. Implementation of initiative is contingent on identification of resources.

Policy Direction #2: *Increase the spay/neuter programs and participate in spay/neuter awareness campaigns to reduce the flow of animals into the shelter (Motion 12600, # 9)*

STATEMENT OF NEED:

King County shelters currently receive more animals than KCACC is able to adopt out. Animals that aren't adopted, redeemed by their owners, or sent to rescue are euthanized. Though King County does not euthanize healthy, adoptable animals, a number of animals currently euthanized fall into a category of animals that could become adoption candidates with additional medical treatment or behavioral modification (a portion of these euthanized animals would not be adoption candidates under any circumstances – they are vicious or have serious medical conditions). In recent years, KCACC has begun to focus on these treatable animals and this focus has resulted in lower euthanasia rates and plans to further reduce euthanasia rates for this category of animals in the future.

Nonetheless, regardless of programs aimed at treatable animals, the most effective way to reduce euthanasia in King County shelters is to reduce the number of homeless animals in the community overall so they don't end up in shelters in the first place. Finding homes for animals once they've come into the shelter is a good approach, but it is a reactive approach. The proactive approach would be to prevent the births of homeless pets before they happen. That is where aggressive spay/neuter programs come in. Aggressive spay/neuter programs have been shown in areas around the country to reduce shelter intake. And it has happened here in King County as the

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number of animals entering shelters continues to decline since the introduction of spay/neuter programs in the 1990's. The reduction in animal intake has allowed KCACC to focus more efforts on reducing euthanasia and increasing adoptions. To reach the euthanasia levels mandated by council, a new, increased emphasis on spay/neuter will be needed.

| <i>Recommendation elements</i> | <i>ACCAC</i> | <i>Model</i> | <i>No Kill</i> | <i>Council Motion</i> |
|---|---------------------|---------------------|-----------------------|------------------------------|
| 3. Increase spay/neuter awareness and assistance by participating in spay/neuter awareness campaigns | X | X | | X |
| 4. Review protocols annually for pain relief to be given to pets undergoing spay/neuter surgery | X | X | | |
| 5. Pilot program to provide free and low-cost spay/neuter surgery to pets owned by low income King County residents at shelter or via PPP with contracting vets. | X | X | | X |
| 6. Provide free spay/neuter services at KCACC to support community-based managed feral/free-roaming TNR program, including existing South County Cats Barn Cat Program. | | | X | |

RECOMMENDATION DESCRIPTION, TIMELINE, & CONSIDERATIONS

Recommendation #3: Increase spay/neuter awareness and assistance by participating in spay/neuter awareness campaigns

Description: A number of national organizations promote spay/neuter awareness campaigns, the most significant being the National Spay Day campaign created by the Doris Day Animal Foundation. As recently as 2004, KCACC participated in this event. It is time for KCACC to participate again, most effectively with a promotion tied to the spay/neuter vouchers.

Timeline: Short-term – 1st quarter 2008. Spay Day USA occurs in February, so preparations will begin in December 2007 for the February 2008 Spay Day.

Resource requirements: Assistance with media from internal sources. \$15,000 for spay/neuter vouchers to be funded in base budget.

Considerations: The awareness campaign would be most effective if done in conjunction with other animal groups in the Puget Sound area. Coordination with these

groups must begin in 4th quarter 2007, or early 2008. This approach is applied by some model programs as well as recommended as a key element for a “no-kill” shelter.

Recommendation #4: Review protocols annually for pain relief to be given to pets undergoing spay/neuter surgery.

Description: Spay/neuter surgery requires the animals to be anesthetized for surgery. KCACC should stay abreast of any new pain relief techniques being developed.

Timeline: Status quo

Resource requirements: Veterinary time to review latest journals/information.

Consideration: Currently occurs

Recommendation #5: Pilot program to provide free and low-cost spay/neuter surgery to pets owned by low income King County residents at shelter or via PPP with contracting vets.

Description: Address the need for spay/neuter services for citizens who cannot afford to alter their pets. Agency will explore options to identify veterinarians in the community willing to perform surgeries for public-owned animals for a low-fee using the Kent Animal Shelter spay/neuter clinic or voucher program to be redeemed at participating veterinarians.

Timeline: Long-term -- TBD.

Resource requirements: Due to budget constraints, monies for this initiative are not contemplated as part of Executive Proposed Budget. Long-term: Development coordinator will, as part of work program, seek partnership with local vets and/or vet school to provide pro bono contribution for this initiative and/or grant monies to increase spay/neuter in region.

Consideration: Must work with Seattle-King County Veterinary Association to provide assurances that this recommendation only targets low income households. This approach is applied by model programs as well as recommended as a key element for a “no-kill” shelter.

Recommendation #6: Provide free spay/neuter services at KCACC vet clinic to support community-based managed feral/free-roaming program Trap-Neuter-Release (TNR) programs

Description: Additional veterinary assistance will be needed at the Kent Shelter to support and supplement the current barn cat program and a managed TNR program (see Appendix I for a description of a managed TNR program). Additional spay/neuter surgeries could be accomplished through PPP's, donated services, or dedicated funding in out years.

Timeline: Shorter term. Develop policies and procedures for the managed TNR program and submit required ordinance amendments for implementation in 2nd quarter 2008. Long term. Develop PPP's

Resource requirements: Additional veterinary and vet tech hours. Additional medical supplies for the surgeries.

Consideration: Surgeries will need to be done outside of the days/hours the vet clinic is currently utilized. This approach is applied by some model programs as well as recommended as a key element for a "no-kill" shelter.

In order to achieve a euthanasia rate of 20% in 2008, all treatable animals will need to be saved, including feral cats. This program will help support the effort.

Enhanced Shelter Services Recommendations

STATEMENT OF NEED:

As of 2006, the King County Kent Animal Shelter had the third highest intake volume of any animal shelter in the state of Washington (after the Humane Society of Tacoma and the Humane Society for SW Washington). An additional factor is the kind of animals that KCACC receives. As open-admission, government-operated shelters, the Kent and Crossroads shelters take any animal for any reason. No animals are turned away from KCACC shelters, so the animals coming in are often of questionable temperament, behavior, and health. And since KCACC is the Animal Control authority for almost all of King County, many of the animals coming in are strays. These stray animals must be held for 72-120 hours before a disposition can be determined. These factors combine to create overcrowding with animals of unknown or questionable temperament, behavior, and health. Due to the operational environment, it is imperative that KCACC have more effective shelter operational policies and procedures in order to control disease transmission and reduce euthanasia. It is also imperative that KCACC have the appropriate staffing levels and staffing types.

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Policy Direction #3: *Provide programs that improve the care of the animals in our shelters and reduce euthanasia (Executive policy, Title 11, and Motion 12600 - # 3, 4, 8)*

| Recommendation | ACCAC | Model | No Kill | Council Motion |
|--|--------------|--------------|----------------|-----------------------|
| 7. Review/update shelter policies and procedures; ensure proper implementation and compliance within industry best practices | X | X | | X |
| 8. Improve medical assessment/intake exam for every animal | X | X | | X |
| 9. Improve provision of shelter and medical care by increasing staff | | | X | |
| 10. Develop and implement program to evaluate and address behavioral issues | X | X | X | |
| 11. Increase accountability of euthanasia decisions | X | X | X | |
| 12. Program for enrichment of animals in the shelter | X | X | X | X |

RECOMMENDATION DESCRIPTION, TIMELINE, & CONSIDERATIONS

Recommendation #7: Review/update shelter policies and procedures and ensure proper implementation and compliance within industry best practices

Description: As in all fields, best practices continue to evolve. It is no different in the animal shelter industry. Therefore, KCACC should build into its program an annual review of industry best practices.

Timeline: 1st quarter 2008

Resource requirements: Staff time to conduct review and implement changes when appropriate.

Consideration: KCACC staff should conduct this review with input/advice from the Advisory Committee. This approach is consistently applied by model programs as well as recommended as a key element for a “no-kill” shelter”.

Recommendation #8: Improve medical assessment/intake exam for every animal

Description: If King County is to reduce euthanasia rates, it is also important that animals receive appropriate medical care. That includes an initial health exam and vaccinations at intake be performed by qualified staff. Medical efforts should be performed by staff with veterinary medical training and experience, preferably by staff who are licensed veterinary technicians (LVT). If that is not possible, existing ACO staff will need to be trained sufficiently to perform intake exams consistent with those standards.

Timeline: 1st quarter 2008

Resource requirements: In the short-term, the Executive Proposed Budget adds a total of two staff to the Kent shelter (from resource/staff savings from the closure of the Crossroads Shelter noted in Recommendation 16) to augment the efforts of existing staff to provide for the shelter and medical needs of the animals at Kent.

Consideration: Some shelter staff already are LVT's. Others could become LVT's with some training. This approach is applied by some model programs as well as recommended as a key element for a "no-kill" shelter.

Recommendation #9: Improve provision of medical care by increasing medical staff and increasing medical care for animals with more complex medical treatment, longer term medical needs or highly contagious disease.

Description: While some shelter officers have veterinary technician backgrounds, most are not licensed. Having additional veterinary support to oversee animal health and care will ensure treatment regimens for sick animals are identified and quickly started. Additionally, it may allow more time for the existing veterinarian and vet tech to perform spay/neuters and provide medical advice to foster care providers. This will become even more important as we strive to save additional potentially treatable animals that have historically been euthanized for medical reasons. Based on 2005, it is estimated that approximately 5% of animals euthanized are categorized as "potentially treatable" for medical-related issues. In order to achieve the mandate of Ordinance 15801 of 20% in 2008, the agency will need to save ALL of these animals.

Agency will review and update current procedures based on the interim recommendations from UC Davis. Agency will receive a full shelter evaluation from UC Davis in 2008 and update policies and procedures and seek required resources and/or policy direction as needed.

Timeline: Staffing improvements will occur contingent on the closure of the Crossroads Shelter and the transfer of existing staff and resources to Kent. An additional FTE will be added from operational savings that result from the closure (estimated to be 1st quarter 2008). Update policies and procedures based on interim recommendations from UC Davis (1st quarter 2008). Review of full shelter evaluation and identification of implementation needs (2nd quarter 2008).

Resource requirements: Part of this initiative is covered in the 2008 Executive Proposed Budget by repurposing resources from the closure of the Eastside Animal Shelter. Additional resources may be required and sought depending upon consultant recommendations.

Consideration: Treating this population of animals may increase resource requirements, both internally and in the community. Risk of infecting the healthy population in the shelter may increase, ultimate capacity of foster program may be static and sufficient alternative locations to house animals may be limited. Additionally, there may be an increased perception that our shelter animals are unhealthy. This approach is applied by some model programs as well as recommended as a key element for a “no-kill” shelter.

Recommendation #10: Develop and implement program to evaluate and address behavioral issues.

Description: Based on 2005, it is estimated that approximately 9% of animals euthanized are categorized as “potentially treatable” for behavior or temperament related issues (excluding feral which are tracked separately). Some rescue agencies in the community already partner with us to save a number of these animals; however, in order to achieve the mandate of Ordinance 15801 of 20% in 2008, the agency will need to save ALL these animals. The first step in addressing the animals in this category is to ensure that standardized behavior/temperament testing criteria is used to evaluate animals to ensure they are being properly categorized. This criterion would ideally be used by all partnering animal agencies. KCACC will work with other Puget Sound animal shelter/care and control agencies to ensure standard dog and cat behavior evaluation processes are being used. This would make it easier to rescue/transfer animals as each agency will have more confidence in the animal’s evaluation.

The second step in this recommendation is developing a behavior rehabilitation program. Agency will seek advice of shelter consultant prior to developing recommendations, resource needs and implementation timeline. Any recommendations that result in a relaxed release policy will need to be reviewed by the Prosecuting Attorney’s Office and Risk Management to address liability issues to county.

Timeline: 1st or 2nd quarter 2008 agreement on evaluation tool (contingent on community partner involvement with developing evaluation tool). Implementation subsequent quarter (contingent on training and/or other resource requirements and availability). Shelter consultant RFP in process.

Resource requirements: Given the nature of animals in this category, the level of care and time needed to address behavioral issues, once identified, will take more resources. ACC may be able to acquire some of these resources via public/private partnerships and/or donations. Additionally, a sufficient pool of foster parents will be needed to provide housing and training for animals during this extended period of time.

Consideration: Treating this population of animals may increase resource requirements, both internally and in the community, ultimate capacity of foster program may be static and sufficient alternative locations to house animals may be limited. Some animals may not change behaviors and become adoptable, even with added time and training. This approach is applied by some model programs as well as recommended as a key element for a “no-kill” shelter.

Recommendation #11: Increased accountability of euthanasia decisions

Description: Currently, the animal control officer making the disposition recommendation initials the disposition report and the supervisor (sergeant, veterinarian, assistant manager, manager) reviews and approves all disposition recommendations. A second supervisor signature requirement for euthanasia recommendations would increase the integrity of the euthanasia review process. An exception would be made for emergency cases in which, a second review and signature is impractical and the animal is injured and immediate euthanasia is required to alleviate suffering. In this case one signature would be sufficient.

Timeline: 1st quarter 2008

Resource requirements: Additional supervisor time to review euthanasia cases (contingent on resource transfer from Crossroads Shelter closure).

Consideration: This approach is consistently applied by model programs as well as recommended as a key element for a “no-kill” shelter.

Recommendation #12: Enrichment program

Description: KCACC has a limited enrichment program for the animals provided by available volunteers. A program will be developed that provides animals that can be handled, at a minimum, exercise and/or socialization as well as toys and bedding as appropriate.

Timeline: Begun 4th quarter 2007

Resource requirements: Volunteer coordinator, volunteers, toys and bedding. Resources for toys and bedding will be sought through donations.

Consideration: Some animals may not be able to be handled due to behavioral issues; ability to provide toys/bedding may be limited due to animals displaying food, toy or bed aggressions. This approach is consistently applied by model programs as well as recommended as a key element for a “no-kill” shelter.

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Policy Direction #4: *Conduct facility/capital improvements to improve the care and health of animals and the efficiency of shelter operations, and provide a customer-friendly, inviting shelter (Motion 12600 – 1 & 5).*

STATEMENT OF NEED:

The King County Kent Animal Shelter was constructed in 1975 and has had only minor renovations since then, none of them expanding the initial footprint of the kennel building itself. The facility was constructed without separate isolation areas for sick animals or a separate adoption area.

The primary purpose of the shelter at the time of construction was to hold stray animals for their time period. The vast majority of animals not claimed by their owners were euthanized. Auxiliary support and animal care programs, now standard in animal care facilities, did not exist. Spaces to accommodate these programs and needs have been limited to the existing building footprint, and thus they are insufficient. The lobby and service counter area remain the same as in 1975; it's evident that the focus was on temporary holding of large numbers of animals and not on customer service.

In order to reach the mandated euthanasia rates, changes must occur to the Kent Shelter. These changes are needed to support proper disease control, animal housing, animal and public safety, staff efficiency, and customer service.

The Crossroads Shelter is an entirely inadequate facility for animal sheltering, and the proposal is to close that shelter and make other arrangements for the animals currently going there.

| Recommendation | ACCAC | Model | No Kill | Council Motion |
|--|--------------|--------------|----------------|-----------------------|
| 13. Remodel Kent Shelter Customer Service Area | X | X | | |
| 14. Shelter improvements – dogs (including drains) | X | X | | X |
| 15. Shelter improvements – cats | X | X | | |
| 16. Address difficulties at ESAS – closure | X | X | | |
| 17. Complete a facilities master plan | X | | | X |

RECOMMENDATION DESCRIPTION, TIMELINE, & CONSIDERATIONS

Recommendation #13: Lobby remodel/improvements at the Kent Shelter

Description: The lobby at the Kent Shelter is too small for the amount of traffic it handles, and due to the small size and configuration, can create safety concerns as

citizens bringing in animals meet with those taking them out. The lobby remodel will address the safety concerns in addition to making customer service improvements that create a more inviting atmosphere.

Timeline: See Facilities Work Plan.

Resource Requirements: Already funded.

Considerations: KCACC and Facilities Management should continue to work with the Advisory Committee as this project is designed and completed.

Recommendation #14: Improvements to the dog housing area

Description:

- Create isolation areas. Animals that are sick and have behavioral problems must be treated in order to reduce the euthanasia rate, either in the shelter or in foster care. To treat animals in the shelter, there must be an isolation area for dogs. Though there is currently no dog isolation area, sick dogs are being treated in their stray hold or adoption kennels. This is not an optimum situation, but there is currently no alternative other than euthanasia.
- Existing dog kennels need to be improved to help prevent transference of disease by covering the drains. When originally constructed, each dog kennel did not receive a drain. Several kennels share one drain, which means waste flows through the gutters in the back of kennels from one to the other, potentially spreading disease.
- Improve floors to help prevent disease transference by resurfacing. The floor surfaces throughout the dog areas are cracked and pitted, potentially creating areas for bacteria and viruses to live, spreading disease.
- Create outdoor dog kennels. The goals are to: decrease stress for the dogs by getting them outdoors (decreasing stress reduces disease, preserving adoptability); market them to citizens traveling on 64 Avenue South. These kennels would be constructed on the east side of the shelter facing 64 Avenue South (if funding allows).
- HVAC improvements for airflow.
- Improve the areas for animals staying long-term – animals that are part of various pending legal actions.

Timeline: See Facilities Work Plan (Appendix J).

Resource Requirements: See Facilities Work Plan.

Considerations: KCACC and Facilities Management should continue to work with the Advisory Committee as these projects are designed and completed.

Recommendation #15: Improvements to the areas housing cats

Description:

- Improve isolation areas (this project is underway as of this submission and will be completed by 4th quarter 2007). Animals that are sick and have behavioral problems must be treated in order to reduce the euthanasia rate, either in the shelter or in foster care. To treat animals in the shelter, there must be an isolation area for dogs. There are currently two isolation areas for cats – one in a covered breezeway and another in the southwest corner of the shelter. The breezeway isolation area works well for the spring, summer and fall months, but is not as useful in winter. The indoor isolation area is small and does not have some of the elements of a proper isolation area such as running water and HVAC. This project will be aimed at doubling the size of the indoor isolation area by incorporating the adjacent storage room and adding running water and HVAC.
- Separate cats from dogs in holding areas (this project is underway as of this submission and will be completed by 4th quarter 2007). Due to space limitations, many stray cats and owned cats are currently held in the same area as stray dogs. Listening to the dogs barking next door puts stress on the cats which reduces immune systems increasing the chance of disease transmission.
- Create areas for cats available for adoption to roam freely outside of cages (this project is currently in the design phase). Free-roaming adoption rooms reduce stress on cats by getting them out of cages and also encourage adoption by helping the animals “show” better to the public. This project will also hold the potential of increasing overall shelter capacity for cats. One of these areas could be inside the shelter, while another could be outside the shelter in the breezeway next to the current lobby entrance.

Timeline: See Facilities Work Plan.

Resource Requirements: See Facilities Work Plan.

Considerations: KCACC and Facilities Management should continue to work with the Advisory Committee as these projects are designed and completed.

Recommendation #16: Closure of the Eastside Pet Adoption Center (Crossroads Shelter)

Description: The proposal is to close this facility and shift the care of these animals to another facility. The primary strategy will be to partner with local shelters, kennels or veterinary clinics to house animals during their stray hold period. If this primary strategy is not possible, the secondary strategy will be to look for another facility that better fits the needs of KCACC. If this is not possible, an alternate staffing model for Crossroads will need to be developed.

Timeline: 2nd quarter 2008

Resource Requirements: Administrative resources will be needed to work out the details of any closure and contracting of services. Facility planning resources may be needed to locate another facility that will better meet the needs.

Consideration: This facility is leased by the county from a private citizen and was previously a veterinary clinic. In 2006, King County signed a new five-year lease. King County will have to work with the owner of the facility on terminating the lease early. This will involve some capital costs to address wear and tear. Suburban cities that contract with King County for sheltering services will need to be brought in the loop on this change, and their input will need to be considered. In the end, the Crossroads Shelter likely can not be closed unless an acceptable replacement is identified.

Recommendation # 17: Complete a facility master plan

Description: Regardless of the improvements made to the Kent Shelter and the ultimate strategy for the animals currently going to the Crossroads Shelter, King County must have a long-term master plan for facilities. Even with funded and planned upgrades at Kent, a new facility will be needed some time in the near future. And the future is even more uncertain when it comes to the facilities strategy for Crossroads.

Timeline: In Executive Proposed 2008 Budget

Resource Requirements: Funding is included in the Executive's Proposed 2008 budget.

Consideration: The master plan must take into account a large number of variables and will require a large amount of stakeholder input.

Enhanced Animal Placement Services Recommendations

Policy Direction #6: *Increase access to both shelter and off-site adoptions to increase placement of shelter animals into permanent homes. (Motion 12600 – 11, 13)*

STATEMENT OF NEED:

As noted above, King County animal shelters currently take in more animals than are adopted out. Increasing awareness and the availability and affordability of spay/neuters should ultimately reduce the animal population, thus reducing the number of animals coming into King County shelters, but it will be several years before these programs reduce intake sufficiently. In the meantime, a primary strategy for reducing euthanasia will continue to be increased adoptions. More must be done in the shelters to increase adoptions, but just doing adoptions in the animal shelters will not be enough. KCACC will need to increase off-site adoption programs to reach out to citizens that may not wish to come to an animal shelter environment.

| Recommendation | ACCAC | Model | No Kill | Council Motion |
|---|--------------|--------------|----------------|-----------------------|
| 18. Expand availability, access and promotion of animals available for adoption | X | X | X | X |

RECOMMENDATION DESCRIPTION, TIMELINE, & CONSIDERATIONS

Recommendation # 18: Expand availability, access and promotion of animals available for adoption

Description: Expand adoption efforts by increasing off-site adoptions, special community events, increasing shelter hours to allow for more adoptions evenings and weekends, and ensure marketing of animals available for adoption are addressed in communication plan.

Currently, there are seven off-site adoption sites sponsored by Petco, Petsmart, and Reber Ranch. Each of these locations has cages dedicated to KCACC animals available for adoption. KCACC also takes part in off-site adoption events held by other agencies and groups, including Pawsitive Alliance. Not only do these off-site adoptions increase the overall number of adoptions, but they increase community awareness of the quality animals that we have available and result in more visits to our shelters.

Improvements planned for 2008 include goals to increase the number of off-site locations to potentially include community centers and shopping malls, maximize use of volunteers and community partners to support locations, and increase total number of adoptions performed at remote locations.

A change in the shelter hours to expand access to services will be possible once a negotiated change to the Animal Control Officers' Guild contract is approved. The change from the traditional 4/4 schedule to a 4/3 schedule will allow for longer hours and coverage on Sundays.

Timeline: Development work plan for enhanced program in 1st quarter 2008

Resource Requirements: Volunteer coordinator, development coordinator, staff, volunteers, vehicles(s) to transport animals, caging and pet supplies.

Considerations: This approach is consistently applied by model programs as well as recommended as a key element for a "no-kill" shelter. Ultimate ability to implement and sustain change in shelter hours is contingent on Council approval of new contract with the Guild.

Enhanced Field Services Recommendations

Policy Direction #7: *Provide an animal control field response and law enforcement program that both protects the public from problem animals and protects animals from cruelty and neglectful people. (Title 11 and Motion 12600 – 2, 7, 10)*

STATEMENT OF NEED:

King County Animal Care and Control provides animal control law enforcement services in unincorporated areas of King County and 32 contract cities covering about 1.2 million citizens, making KCACC the largest animal control law enforcement operation in the State of Washington. KCACC provides enforcement services to all King County cities except Seattle, Renton, Medina, Des Moines, and Normandy Park.

The demand for animal control law enforcement continues to be high as evidenced by the number of field responses to service call requests each year, approximately 15,000 in 2006. The most frequent field response continues to be patrol requests (2,942). Other high volume calls include: vicious dogs (1,197), confined, stray dogs pick-up request (1,533), confined stray cat pick-up request (948), and potential animal cruelty (1,060). With the high volume and complexity of services calls, it is critical that KCACC animal control officers be able to appropriately respond to this service demand.

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| Recommendation | ACCAC | Model | No Kill | Council Motion |
|---|--------------|--------------|----------------|-----------------------|
| 19. Designate a lead animal cruelty investigator | X | | | |
| 20. Oversee discussions between the Sheriff and Prosecuting Attorney's Office to develop a plan to improve in animal cruelty investigations | | | | X |
| 21. Replace AC Truck boxes | X | | | X |

RECOMMENDATION CONSIDERATION, DESCRIPTION & TIMELINE:

Recommendation # 19: Designate lead investigator for animal cruelty investigations

Description: Lead investigator: Short term, pending final outcome of discussions between PAO and Sheriff, designated lead has been identified to handle animal cruelty investigations for bona fide animal cruelty cases. Designating a single lead animal cruelty investigator will ensure consistent handling of evidence, documentation of cases, coordination with local law enforcement agencies, and overall quality of investigations. The Enforcement Coordinator will continue to coordinate animal cruelty cases with local law enforcement.

Timeline: Pilot program in place for short-term

Resource Requirements: Lead investigator has been assigned from existing resources. Position will be backfilled for duration of investigation via special duty assignment.

Considerations: KCACC will evaluate continuation of this lead investigator assignment in conjunction with plan developed as part of Recommendation 20 below.

Recommendation 20: Work with Sheriff and Prosecuting Attorney's Office to develop a plan to improve animal cruelty investigations

Description: King County Animal Care and Control has worked with the Prosecuting Attorney's Office to identify a deputy PA that is assigned to handle animal cruelty cases. Additionally, agency will take the lead with the Sheriff's Office and the PAO to develop a plan to improve animal cruelty investigations.

Timeline: Meetings initiated 4th quarter 2007. 2nd quarter 2008 for plan. If budget implications, 2009 initiative.

Resource Requirements: Existing staff from PAO, Sheriff, and KCACC.

Considerations: Successful implementation by this deadline is contingent upon availability of PAO and the Sheriff's Office to staff planning effort on this timeline.

Recommendation 21: Replace Animal Control truck boxes

Description: Agency supports replacement of truck boxes for the comfort of the animals and to minimize the risk of animals being affected by temperature extremes. Seattle Animal Control, which is considered a model program, utilizes the same type of truck boxes as King County; however, they have a small geographical area (91 versus 2200 square miles), and frequent visits to the shelter during periods of extreme temperatures is more feasible. King County currently addresses peaks in temperature in the region by making more frequent return trips to the shelter to unload animals which is inefficient for remote districts.

Timeline: TBD

Resources: Request not contemplated in Executive Proposed Budget. Funding source unknown at this time.

Considerations: Replacing existing boxes is a large capital outlay item. Agency will review transportation mode options, truck boxes, and other equipment that provides temperature control for comfort and safety. A mixed fleet may offset the capital outlay.

Development and Community Outreach Recommendations

Policy Direction #8: *Develop media plan to maximize community exposure to information available for adoption and resource needs (Motion 12600 – 12); and*

Policy Direction #9: *Program should pursue grants, donations and partnerships to accomplish objectives (Motion #12600 – B)*

STATEMENT OF NEED:

Pet overpopulation and pet euthanasia are community problems, and they can only be solved through overall community involvement. The community in general must recognize that a problem exists, and that each individual must do their part to solve it.

Fortunately, there are many things that the community can do to help. They include: having their pet spayed or neutered to reduce the number of unwanted pets; obtaining a pet license for all their pets to help with identification and redemption of lost pets, and to help fund the animal care and control program; adopt their pets from animal shelters; volunteer at animal shelters; contribute in-kind donations and cash donations. Unfortunately, many citizens are not aware of the pet overpopulation problem and pet euthanasia. And, they may not know what they can do to help. These citizens will not become educated on their own – KCACC must reach out to them to make them aware.

Current community outreach efforts (volunteer program, foster program, community events and communications) are spread between several positions. No one is currently

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responsible for fundraising or development. With effort, KCACC could raise donations, similar to other animal agencies in King County and King County Parks.

| Recommendation | ACCAC | Model | No Kill | Council Motion |
|---|--------------|--------------|----------------|-----------------------|
| 22. Create pilot development and community outreach program; hire development and outreach coordinator. | X | X | | X |
| 23. Hire part-time volunteer coordinator | X | X | | X |
| 24. Develop a communication and media plan | X | X | | X |

Recommendation # 22: Create a development and outreach program

Description: Hire a Development Director/Outreach Coordinator. The goal is to expand fundraising for programs. Immediate needs are monies to address increased medical costs associated with treating animals with greater medical needs. Without a development program, KCACC will be unable to achieve the rate of euthanasia requested without increased CX resources.

Development responsibilities will include:

- Developing entrepreneurial programs such as sponsorships of the entire shelter (naming rights), portions of the shelter, individual dog kennels or cat cages in the shelter, or even signage on trucks. Creating fundraising events such as a “dog walk,” a golf or softball tournament, a “concert for the pets,” or a local pet telethon.
- Building corporate partnerships for funding or in-kind contributions or donation boxes on bills, for example utility bills.
- Soliciting leading local public relations firm for pro bono marketing assistance.
- Developing a marketing strategy
- Utilize county marketing assets including KCTV and Metro transit.
- Continue to develop and expand Animal Services Web site.
- “Low-tech” advertising – 3-ring binders or other displays in local businesses with photos of adoptable pets.
- Establish a “store” at the Kent Shelter to sell leashes, carriers, etc.

Outreach responsibilities will include:

- Working with rescue groups
- Reaching out to community groups, working the “speaking/luncheon” circuit
- School partnerships and speaking
- Academic partnerships (UW, WSU, etc.)
- Marketing the shelters and the animals at the shelters
- Customer service improvements
- Off-site adoptions
- Development of new enrichment programs
- Expansion of foster program
- Community Events (parades, “City Days”, other celebrations)
- Responsible pet ownership education and outreach, including educational videos that can be played on KCTV and used as PSA’s
- Volunteer recognition program
- Review potential of creating a “Junior Animal Care and Control Officer” program for youth in the community.

Timeline: Recruitment 1st quarter 2008

Resource Requirements: Convert existing TLT in the canvassing program to be the Development/Outreach Coordinator.

Consideration: This position is consistent with positions provided at model animal shelters as well as “no-kill” shelters.

Recommendation # 23: Hire part-time volunteer coordinator to develop programs consistent with best practices, recruit and coordinate volunteers to support programs, and track volunteer activities.

Description: The volunteer program is extremely important. A volunteer coordinator is needed to oversee a volunteer program. The volunteer coordinator responsibilities will include finding volunteers to support enrichment programs, off-site adoptions, shelter care, foster care and special events.

Timeline: 1st quarter 2008

Resource Requirements: Part-time volunteer coordinator will be funded within status quo budget using existing temporary staff budget.

Consideration: This position is consistent with positions provided at model animal shelters as well as “no-kill” shelters.

Recommendation #24: Develop a communication plan to maximize community exposure, promote programs, services and animals available for adoption, and resources needed.

Description: Work with internal communications staff to develop an annual communication plan. Possible program elements include branding, Web improvements, animal behavior information available on-line; working with community partners to develop regional pet info line, communication strategy for local media outlets (pet-of-the-week partnerships) and updated print materials with messaging aligned to support a model program.

Timeline: 1st quarter 2008

Resource Requirements: Use existing internal communications staff and pro bono work from local PR firms.

Consideration: This approach is consistently applied by model programs as well as recommended as a key element for a “no-kill” shelter.

Miscellaneous Recommendations

Policy Direction #9: *Provide staff programs and secure resources in a manner that will facilitate a model animal services program. (Motion 12600 – 2)*

| Recommendation | ACCAC | Model | No Kill | Council Motion |
|--|--------------|--------------|----------------|-----------------------|
| 25. Develop an emergency plan for domestic animals in King County | | X | | |
| 26. Develop a training program | X | X | X | X |
| 27. Develop an equipment replacement plan (including need for truck boxes) | X | X | | X |
| 28. Develop recognition program | | X | | |
| 29. Develop a pet retention program | | X | | |

Recommendation #25: Develop an emergency plan for domestic animals in King County

Description: KCACC is the animal control agency for most of King County, with the exception of Seattle and a handful of suburban cities. Therefore, KCACC should take a leadership role in developing an emergency plan for domestic animals in King County. The plan will address animal sheltering, animal rescues, and other animal control issues associated with emergency situations.

Timeline: 4th quarter 2008

Resource Requirements: Will be done with existing KCACC staff in collaboration with community partners and King County Emergency Operations.

Consideration: The emergency plan must take into account a large number of variables and will require a large amount of stakeholder and partner input.

Recommendation #26: Develop a training program.

Description: King County Animal Care and Control staff must receive ongoing training to properly support program objectives and provide appropriate customer service. An annual training plan will be developed to ensure monies are used to address training needs systematically.

Timeline: 1st quarter 2008

Resource Requirements: Status quo budget.

Consideration: This plan will support the model program.

Recommendation #27: Develop an equipment replacement plan.

Description: KCACC will develop an annual equipment replacement plan to include truck boxes.

Timeline: 2nd quarter 2008

Resource Requirements: Status quo

Consideration: This plan will support the model program.

Recommendation #28: Develop a recognition program

Description: KCACC currently has no ongoing recognition program for staff and volunteers and needs a plan to recognize the contribution of staff, volunteers and our community partners.

Timeline: 3rd quarter 2008

Resource Requirements: Will be done with existing KCACC staff. Cost for awards such as uniform ribbons would be minimal and could be absorbed in status quo budget.

Consideration: Recognition programs are consistent with a model animal control program.

Recommendation #29: Develop a pet retention program

Description: KCACC currently has no pet retention program to help ensure that animals that are adopted remain with their new families. The plan will be to work with volunteers to develop a retention program that could include a pet ownership and care video, adoption follow-up calls, behavior/training classes, and a pet food bank.

Timeline: 4th quarter 2008

Resource Requirements: Will be done with volunteers recruited for this purpose.

Consideration: This approach is consistently applied by model programs as well as recommended as a key element for a “no-kill” shelter.